

Preliminary Research Into Concord's Future: High Technology

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Executive Summary

By using the eCoast, specifically Portsmouth, New Hampshire as a benchmark model for economic diversification, we have identified the resources needed to support a high tech community. The fundamental characteristics of high technology companies include highly educated workers around the age of 30; competitive wages; social interaction involving entertainment, recreation and the arts; and an education support system for future employees. We can learn from Portsmouth's fortune by examining what Concord has to offer both relocating and startup companies.

Recommendations for Encouraging High Technology Growth:

- Primary course of action is to aggressively promote their natural resources and recreational activities, as well as the proximity to outdoor recreation.
- Secondary, Concord needs to create more of an after-hours scene as well as nightlife for better social interaction.
- Networking is a priority to most firms. Without facilities such as pubs, restaurants and coffee shops, people are drawn to other cities and revenues are lost. It is important for Concord to facilitate a means of social interaction. There are many options that can be looked at without compromising the integrity and family-orientated feel of the city.
- Concord needs to increase positive perceptions about their educated workforce by promoting the New Hampshire Technical Institute and access to UNH, Dartmouth, and the Franklin Pierce Law School.
- Promote the quality of life and strong family communities present within the city.
- Quality of life was mentioned by several Portsmouth companies as reasons why employees were drawn from Boston to the eCoast. Concord can use this example and market its quality of life, infrastructure, and small community atmosphere to companies from northern New Hampshire.
- By supporting industry-related groups such as angels and venture capitalists, entrepreneurs will become exposed to opportunities that exist.
- Infrastructure must be present, including high speed telecommunications, affordable facilities with room to expand, a means of funding, highly skilled workers, access to major travel options, and entertainment.
- Support and improve the currently weak telecommunications system through encouraging competition between Verizon and local carriers.
- Create incentives to encourage high technology companies to begin building offices in a high tech park.
- Introduce a high tech fair or venture capital conference. The investors in the area will become aware of the opportunities and companies will become exposed to what financing is available.
- Improve upon the existing levels of e-commerce and technology firms.

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Introduction

Once upon a time, in the not so distant past, a suffering coastal city began the transformation into a thriving center for high-technology firms. This city was Portsmouth, New Hampshire and its success story has drawn the attention of towns and cities throughout New England and the country. One of the successes of Portsmouth was its ability to brand the seacoast area, *eCoast*, after the well known and advertised technology sector in California called Silicon Valley. Portsmouth's effort to brand itself as the capital of the eCoast has brought the town from crisis to success and is now looked upon as a model for other towns and cities.

As we came to understand, the City of Concord wants to benchmark Portsmouth's strategy to target high technology and has realized the importance of fostering these types of firms in their area. As the capital of New Hampshire, Concord has not gone through the same crisis as Portsmouth. In fact, because of the stability of the state and federal government within Concord, the city has never felt the financial need to diversify their economy. However, the City of Concord is entering into a new era and change is on the horizon. Concord must be prepared for these changes in order to keep up with the rest of the state as well as the rest of the country.

High technology companies are different from other businesses because of their diverse needs and types of employees that are required. Technology companies are the future of the business world and offer the states and cities that they reside in many benefits. For the Concord community, these benefits would include providing economic diversity to the Concord economy and provide clean, desirable, above average jobs. It would also promote desirable local institutional infrastructure development such as telecommunications, education and housing, and provide above average tax ratable property which would allow the Concord community to keep

pace in this highly competitive environment. The City of Concord has the ability to increase its attraction of high technology firms, but is not currently at that stage. To accomplish this, Concord must understand its strengths and weaknesses in terms of high technology business needs and try to develop a strategy to maximize the strengths of Concord. The city will also need to work with or eliminate the weaknesses it currently possesses. Concord must also gain a better understanding of the high technology sector from the outsider's perspective through looking at cities such as Portsmouth, N.H. as a model of what can be done.

Methodology

Research for this paper was split into two categories: (1) a case study of eCoast, and (2) the internal view of Concord. The case study of the eCoast and the high technology industry was based on five companies within the eCoast, primarily in the Portsmouth area. The internal view of Concord was based on ten technology companies currently located in the city. A list of the eCoast company profiles is listed in Appendix E and a list of the Concord-based companies is listed in Appendix B.

Each category had a separate set of questions that can be found in Appendix C (Concord Business Questions) and F (eCoast Business Questions). The theme of the questions for the companies based in Concord consisted of learning about existing infrastructure, current views of the city, reasons for locating in Concord, and the pros and cons of doing business in Concord. The questions used for interviewing companies within the eCoast pertained to the events that revolutionized Portsmouth, how Portsmouth attracted high-tech firms, the demographics of the firm's employees, existing perceptions of Concord, and any suggestions for Concord.

The fifteen interviews between both of the categories are the basis behind our primary research. Our secondary research includes seacoastonline.com, company websites, and the Taylor Report on Portsmouth's eCoast strategy. Our research deals with the primary effort to foster Concord's high technology sector. The layout of the paper begins with a case study of Portsmouth, the strengths and weaknesses of Portsmouth, the strengths and weaknesses of Concord, and finally a list of action items and recommendations for the City of Concord.

Case Study of Portsmouth and the eCoast

In 1989 the city of Portsmouth, N.H. was facing an economic disaster. Not only was the country in a recession, but the Pease Airforce Base had just closed and the Portsmouth Naval Shipyard was also being threaten for closure. As the two largest employers of residents in the city of Portsmouth, the local government realized that without a plan the city might never recover from this crisis. The local government decided to develop a plan, which stated strategies for diversifying the industries in Portsmouth, as well as bringing in new companies to the area.

One of the many strategies that the city of Portsmouth decided to implement was to encourage new industry into the area through offering extremely discounted rent to new companies. This strategy was intended to encourage new companies to set up their business in Portsmouth, which in turn gave its residents access to new jobs and the companies access to a qualified workforce.

At the time all of this was occurring, there was a high technology revolution occurring in the United States. Many of the new businesses starting up were high tech related and a high concentration of them opened in the Portsmouth area. The demographics of the employees for many of these startup companies were extremely similar. Each company is staffed by employees

in their late twenties to mid thirties who enjoy outdoor recreational activities, especially nightlife. Many employees realized that they would see other high tech workers in similar places, such as bars. As they began to network, these individuals realized that they needed to formalize themselves in order to be successful. With help from the Portsmouth Chamber of Commerce, the entrepreneurial high tech companies put together a formal committee and called it the High Tech Roundtable Committee. This roundtable would also help in attracting diverse businesses and employees, specifically to high tech businesses. Ebrew is an event sponsored by the High Tech Roundtable Committee where local businesses, not just high tech, can come to socialize and network at the Redhook Brewery. Much like the area now known as Silicon Valley, this roundtable took suggestions from everyone who wished to contribute and conducted an online name game for people to vote in order to brand the seacoast -- Northern Massachusetts to Southern Maine. The resulting choice from this poll was to name the seacoast "eCoast". The eCoast name has become more recognizable and marketable to prospective businesses and employees all over the country.

Portsmouth has also encouraged high tech business in its area by developing the old Pease Airforce Base into a high technology park named Pease International Tradeport. The tradeport has allowed businesses to locate in Portsmouth cheaply and near other high tech companies. This has given better access to an educated workforce and has also allowed businesses to position themselves to attract more high tech companies to the area.

Recreational Amenities

The Portsmouth area offers many different types of recreational amenities; all available within a short distance. According to many of the companies interviewed, this is a major reason

why companies locate in the Portsmouth area. After speaking with Scott Campbell, Marketing and Public Relations Director from a local high tech company named Flywire, it became obvious that a major reason why companies locate in Portsmouth is because employees are drawn to the quality of life. The employees like the access to the ocean, and everything that it offers.

Residents are able to take whale-watching tours, fish, swim, take boat rides, and surf when the waves are large enough. The city also has many other outdoor activities available, such as biking and hiking trails. At Pease International Tradeport walking trails have been developed for employees to make use of at lunchtime and on breaks. This and many other amenities such as shopping are all reasons that employees are very happy with Portsmouth.

Portsmouth also offers an artistic community through the Seacoast Repertory Theater and the Prescott Park Summer Theatre. During the summer at Prescott Park, outdoor family plays are performed five days per week and are free to the public. The other part to Portsmouth's artistic community is its shops located throughout the downtown area. Portsmouth offers different types of shops from art galleries to unique boutiques like the "Clayground." The "Clayground" is a place where people can make pots on the pottery wheel, paint them, and then glaze them to design a finished product. Each year Portsmouth also offers programs such as the Portsmouth Jazz Festival, Market Square Day, and Chowderfest, which have become time-honored festivities in the area.

Another strength that Portsmouth offers is a great number of diverse restaurants. For example there are cafés, such as Breaking New Grounds; bars, such as State Street Bar & Grill; breweries, such as the Portsmouth Brewery; and seafood restaurants, such as The Oar House all located within four blocks of each other. The proximity of these many different establishments display how the city can offer so much diversity in such a small amount of space. Interspersed

within these restaurants and artistic communities are many different historic landmarks. The city of Portsmouth was settled in the early 1600's and has many landmarks and museums available to the public.

The location of Portsmouth, along the smallest state coastline in the United States, gives access to Boston, Maine, and the White Mountain region of New Hampshire. Residents have the feeling of living in a small city (Portsmouth), but have access to a large city (Boston) within one hour. Residents also have all of the recreational activities that the mountains provide such as skiing in the winter and hiking in the summer. These are also within a one-hour drive in the opposite direction. This gives residents of the area access to winter sports such as skiing, but, also everything that a large city can offer such as diverse communities, professional sports organizations, and dance clubs.

Although Portsmouth has many strengths in the recreation area, it also has several weaknesses. For example, Portsmouth does not offer a regular dance club for the individual who likes to club. A person moving from a city like Boston where there are many dance clubs realizes that in Portsmouth, while there is ample nightlife, it offers only a specific type of nightlife. The bars are all pretty much the same, offering traditional favorites such as Budweiser, as well as local breweries such as Shipyard and Redhook. The lack of variance between bars is a weakness that is noticed right away.

The bike paths that are in the Portsmouth area are great, except that they do not connect enough of the coastline. In Cape Cod, for example, the bike path runs the entire length of the countryside. In Portsmouth the bike paths are fragmented and do not connect Portsmouth to surrounding towns such as Rye, North Hampton and Hampton.

Another recreational weakness that Portsmouth has is that the culture is not racially diverse. While many cultures are represented, Caucasians represent the most dominant race. This is something that people would identify as a weakness of the area.

Demographics

There are qualities of high-tech firms that seem to be consistent for all the firms we interviewed in Portsmouth. In short, all of these demographics led to one thing -- quality of life. It is the quality of life in Portsmouth that drives companies to locate there.

Portsmouth companies find strength in their labor force. With access to two technology schools and the University of New Hampshire, companies can feed from these schools for educated labor. The age group among firms ranged from twenty to fifty, with the average age being in the late twenties. Because of such a youthful industry, employees are motivated with high energy. Other characteristics of labor include an eagerness to travel and a work oriented mind frame. These qualities of labor surrounding Portsmouth attract new high tech firms to the area. Youthfulness, in this case of labor, is a strength because many high tech employees do not have the responsibilities of families and are work driven and ambitious.

Portsmouth companies offer wages comparable to those of Boston in order to draw the work force in from this highly populated and qualified city. The growth rate of the high tech firms we interviewed, on average, is expected to double along with revenues. The eCoast companies are now looking to expand into new markets, as well as into international markets. Employees generally have two to four years of experience and are well educated. Portsmouth provides employees access to natural resources and community involvement. Access to the outdoors includes hiking, biking, skiing and other social scenarios. A majority of attributes arise from the

restaurant and entertainment infrastructure that surrounds Portsmouth. In an interview with Scott Campbell of Flywire, he quotes, “Most of our recruitment and networking is done outside of the office... in places that often revolve around drinks or entertainment.” It seems that the characteristics of the labor force indicate a high demand for entertainment, arts, history, and drinking.

Portsmouth’s major weakness in this area is its lack of employees to support its rapid growth of e-commerce companies. Demand for housing in Portsmouth is so high that prices are often unaffordable and turns off potential employees and creates commuters. There is also a high turnover rate of employment and less company loyalty. That is a characteristic trend seen throughout the ‘New Economy’. The companies involved in the eCoast expressed concern with the future of telecommunications. Every firm interviewed used a T-1 system, which is sufficient for now but uncertain in the future.

Infrastructure

Portsmouth has many great attributes that help support its critical mass of high technology companies. One of the most important attributes is the High Tech Roundtable Committee. As told by Mark Sambers, co-founder of Eyeon Interactive, the Roundtable Committee was instrumental in creating the brand name eCoast as well as continuing to promote this region. The roundtable has also formed many job fairs to allow better interaction and communication with local businesses. In October of 2000, they hosted a high tech job fair with over thirty area companies attending, including Flywire and Eyeon Interactive. Not only do periodic job fairs occur, but monthly events as well such as the eBrew.

Not only is the High Tech Roundtable an important asset to Portsmouth, but the location of the city allows for better access to other markets on the East Coast. Travel within and outside of Portsmouth is extremely easy. Portsmouth is located on the I-95 corridor, giving a direct route to both Boston and Pease International Airport where PanAm has daily flights. Other benefits of Portsmouth is that the cost of living is relatively low compared to Boston because Portsmouth does not have taxes on anything except prepared food and property. A fourth benefit of infrastructure is that many companies in Portsmouth offer wages competitive to those in Boston, but these wages will go further in Portsmouth because of the lower cost of living.

Although Portsmouth is a great entrepreneurial city, they do have weaknesses in their infrastructure. Telecommunications is sufficient within the city; however, outside of the city roaming towers are few and far between resulting in sporadic wireless service. Portsmouth is also having problems increasing communications past their T-1 lines. The price for office space is high because Portsmouth is currently unable to meet the needs of incoming companies. The high demand for office space is also a good indicator of the increasing amount of companies that are looking to startup in Portsmouth. At the present time, it seems Portsmouth is not ready for a population boom because they are not even able to handle their current problem of parking. Parking spots are extremely hard to find and may become a crippling issue for future downtown development if it is not addressed by the city.

Portsmouth is growing at a fast pace and needs to address possible future threats. Portsmouth has become a trendy and quaint town; however, a mass influx of companies to the eCoast could threaten those qualities. This has been the case for Silicon Valley where they have become too saturated with high tech employees and are looking to remedy the situation by looking to place them elsewhere. The eCoast is beginning to advertise to people in the community that

what can be made in Silicon Valley will only allow a person to lease a house, where on the eCoast you can buy a house with the same salary. The possible mass influx of companies and people from Silicon Valley will at least cause great traffic problems. Many of the streets in Portsmouth are narrow and much of the housing is only a few feet from the road, so expansion of the roads is nearly impossible. As it stands now, people in Portsmouth perceive high tech companies as great for the community. However, people are fickle and when more companies setup residency in the area, the quality of life that they were once accustomed to will have changed. The community may start rejecting the idea of growing the high tech sector further if this scenario occurred.

Labor Force

Portsmouth currently has under 250 unemployed people exhibiting the tightness of the labor market in the city. This has come about due to many people being sick of living in a big city and wanting a more peaceful life, but still wanting the option to participate in a variety of recreational activities each weekend. These people are moving north and looking for cities that meet this criterion and Portsmouth is a place that satisfies these desires. Also, the University of New Hampshire provides a great potential labor pool for high tech companies to tap into. Not only are the higher educational school systems helping to support high tech companies, but the kindergarten through twelfth grade school systems are also taking a greater interest in technology. Eyeon Interactive has been able to obtain several employees from the secondary education system, but have also acquired an employee from the primary education system. Eyeon has a creative designer that did an internship with them for a semester during high school and, upon graduation, decided that he wanted to work with Eyeon to better enhance his creative thought process which

he felt a university could not do. This is only one great example of how technology and education can benefit from one another.

Although the primary and secondary school systems are doing a good job of supporting high tech companies, there is so much more that could be done. The educational systems are only in early stage high tech support and need to implement more programs that introduce high tech jobs and job skills to students. High tech companies and companies in general, demand that students get real life experience in the job market. Further linking educational institutions to local businesses must occur for the eCoast to continue growing at such phenomenal speeds.

Possible threats for the labor force include the economy, community and the government. High tech companies in Portsmouth seem to be the future for the city, although the community could revolt against high tech companies for any variety of unforeseen reasons. The government may also begin to get more involved in the regulation of eCommerce and high technology. This regulation along with possible economic uncertainties, such as higher interest rates and inflation, could cause this currently booming sector to weaken.

Existing Perceptions of Concord

The phrase, “Concord is your typical state capital...” was brought up by both Scott Campbell of Flywire and Craig Welch from Eyeon Interactive. What they meant by this statement was that Concord has a great primary school system and is a family-orientated community, but does not have anything to offer the highly active high technology employees. Many of the companies interviewed expressed concern with the recreational aspect of Concord. Several people said that the nightlife was lacking any appeal to individuals that work in the high tech industry. Besides the nightlife, there was also the feeling that many of the restaurants and bars were not

open past five o'clock. This is important because many business and informal meetings occur outside of the office. Many interviewees did not even know of any great recreational or cultural aspects of Concord besides proximity to the mountains. Living in Concord is not cheap. The city has very high property taxes and there is minimal housing for middle income people. Many people also felt that the location was not advantageous to attracting companies from Boston. Although Concord is located on the I-93 corridor, the traveling time from Concord to Boston would be more than that of Portsmouth to Boston. The feeling is that the labor supply is not plentiful either because there is no major university from which companies could attract new employees. Many of the interviewed companies from the eCoast felt that the only university that is accessible is Franklin Pierce Law School which is not the labor supply high tech companies are looking for. Dartmouth and the University of New Hampshire are the next closest schools -- about an hour away.

Internal View of Concord

Introduction

There were a variety of reasons why the ten technology companies that were interviewed decided to locate their business in the City of Concord. Because of the different backgrounds of these companies, which ranged from a recently started fourteen-person software company to a 600-person financial insurance company, the answers to the question of location varied greatly. There were, however, a few responses that overlapped and possibly hold the key to attracting or increasing the number of high technology businesses in the City of Concord.

In the next element of this paper the top strengths and weaknesses of Concord will be discussed according to the perspectives of ten of the technology companies that are currently

located in the city. The complete list of these strengths and weaknesses are listed in Appendix A. The strengths and weaknesses mentioned in this paper are the areas that the city needs to focus their energy into the most. The top strengths of Concord include: (1) Location, (2) Labor Pool and Educational Resources, (3) Entertainment and Recreation, and (4) Community. The top weaknesses of Concord encompass: (1) Labor Pool & Educational Relationships, (2) Infrastructure and Telecommunications, and (3) Entertainment & Recreation. For Concord to move to the next level, they must understand how they are viewed by the current high technology businesses in the area in order to know what needs to be done next.

Strengths of Concord

Location

Concord's main strength according to almost all of the companies interviewed is its centralized location within New Hampshire. Many companies noted that they located in Concord because it was only a forty-five minute drive from Nashua, Portsmouth, Plymouth and the Lakes Region. This gives high technology companies the ability to tap the labor pool of these surrounding communities, which is growing rapidly according to recent studies. The companies felt that Concord was the farthest north they could locate and still tap the employee market as far south as Nashua. They felt that employees were more willing to commute to Concord via Rt. 3 and I-93 than to travel that same distance into Massachusetts. The companies also felt that Concord's centralized location could attract those employees who wished to live in northern New Hampshire, close to the mountains, and also wanted a high technology profession. They felt that Concord was the closest city to the northern region of New Hampshire that offered the infrastructure, telecommunications, and employee pool needed for a high tech business. Twenty

percent (20%) of the companies interviewed originally were located in the Lakes Region of New Hampshire, but found that they did not have the infrastructure and labor pool that they needed.

Another strength to the location of Concord is its accessibility by a variety of important road systems such as I-93, I-89, and I-393. This strength also supports the idea of Concord as a centralized location because employees and clients can access the city relatively easily, with a short commute and little traffic in comparison to other cities. Because of this accessibility to major road systems the proximity to the Manchester airport is also considered a strength. Although Concord does not have a large-scale commercial airport, it is only a 20 to 25-minute ride from the city. It is considered reasonable for businesses to transport clients and travel to other facilities cheaply, without the sound and air pollution that are normally associated with large commercial airports.

A final strength that Concord needs to take advantage of is its location near natural amenities such as the seacoast, mountains, rivers, the lake region and countryside. Concord's centralized location would allow those employees of high tech businesses to have access to all of these amenities in a relatively short drive from the city. Concord should especially focus on the many uses of the Merrimack River and its proximity to open space that is a part of the community and is currently underutilized.

Action Items:

- Prepare a plan that promotes Concord's centralized location in New Hampshire and its potential for companies to grow and access employees within a forty-five minute commuting radius.

- Promote a shorter commute because of the amount of traffic as compared to cities such as Nashua. Also promote to businesses that employees will enjoy not commuting into Massachusetts' traffic.
- Promote the proximity to the Manchester airport, without the downfall of the sound and air pollution caused by major commercial airports
- Promote Concord's natural amenities such as the use of the river for kayaking and canoeing, bike paths, and walking paths.
- Develop these natural amenities as more part of the community
- Focus more on obtaining high technology companies from northern New Hampshire to relocate in Concord.

Labor Pool & Educational Resources

There were varied responses from the companies when it came to the labor pool of Concord. The two companies that originated from northern New Hampshire felt that Concord had a greater labor pool of skilled workers than where they originated. These companies both were previously located in the Lakes Region where they found that skilled technology employees were difficult to come by. When they came to Concord they were extremely happy with their location and ability to hire qualified employees. However, other companies had a negative viewpoint on this issue which will be discussed in the weaknesses section of this paper. Other strengths in the labor pool include the belief by the companies that high tech skill sets do exist in the area because of the NH Technical Institute and the proximity of many higher education institutions such as the University of New Hampshire, Plymouth State College and Dartmouth. Sixty percent (60%) of the companies said they did hire graduates from the NH Technical Institute and found them to be

knowledgeable and a benefit to the company. Overall, the companies felt that traditional employees were relatively easy to find in the city, even with the current low unemployment rate. Finally one company noted that Concord was one of three locations in the world that have a high density of hall chip engineers. This was a major reason the company decided to locate in the area.

Action Items:

- Promote access to skilled employees in the Concord region to Northern New Hampshire companies
- Determine where the current Concord labor pool lives and commutes to obtain a better understanding of the City and its workers. Use this information to sell the City to potential high technology businesses thinking about locating in the area
- Promote to companies who need hall chip engineers
- Promote proximity to higher educational institutions for labor pool and continuing education.

Entertainment and Recreation

Entertainment and recreation is another element of Concord that is looked at from two distinct perspectives. Concord is known as an eight to five city, where a majority of employees leave at the end of the working day. Thus, the availability of shopping facilities and lunch dining in the downtown is phenomenal during the working hours, but not as great into the evening. (The negative aspects will be discussed later in this paper) As a major strength in this area, Concord is known as a good city for family entertainment and recreation. This entails a multiple of children based sporting programs, numerous museums, the planetarium, and large number of shopping facilities. Less known, but a strength, are Concord's plentiful outdoor activities that include the

use of the Merrimack River for kayaking and canoeing, and a variety of hiking and biking trails. Most companies when asked about this aspect of Concord did not realize the amount of outdoor activities that the city had to offer its occupants. The city of Concord also has a huge strength in its arts element of entertainment through the Capital Center for the Arts that was consistently noted as a positive attribute to the city. Other less known strengths to entertainment and recreation is the Cinema 93 underground movie house and proximity to the international speedway.

Action Items:

- Promote the Capital Center for the Arts as a large part of the arts society in Concord and work to develop more of an arts community starting with the promotion of Cinema 93, an underground movie house in downtown.
- Emphasize to interested businesses the high quality of life for family.
- Promote Concord's outdoor activities through making people aware, and encouraging clubs and organizations focused around them.
- Create more outdoor activities through creation of more bike paths, community friendly parks, fairs and events around these activities.
- Emphasize the high quality of life for families to businesses interested in the Concord area.

Community

The final strength of Concord is its overall sense of community and cohesiveness. Most companies mentioned that the city of Concord and its residency was comfortable, a good medium sized city, friendly, and safe to raise families. They felt that, even with the small pockets of citizens throughout the city, all residents felt connected to one another. In comparison they felt

that other southern cities in New Hampshire did not have this sense of community and overall understanding of what they were about. Sixty percent (60%) of the companies founders and owners were from the Concord area and either located or stayed here, because of this sense of community and overall quality of life.

This strength is a little different from the others mentioned above because the city does promote this attribute to potential new businesses as a major selling factor. However, the city could focus more on developing firms from residents who currently live in Concord since this tends to be their current trend.

Weaknesses

Introduction

In order to understand Concord's position in trying to foster high technology business growth it is imperative to carefully look at the main weaknesses that currently exist in the city. These weaknesses pertain directly to attracting high technology growth. The weaknesses have been developed with an overall sense of what other communities have done and have to offer in certain key areas. In the following pages three of these areas of weakness will be discussed -- telecommunications infrastructure, recreational activities, and labor pool. Although there were other areas of weakness that were found in Concord, these are the main areas that may hinder any hope of growth in the technology sector. At the end of the discussion in each of the key areas, a list of action items related to this area will be listed. These action items are suggestions and strategies that Concord could follow to correct these weaknesses or at least neutralize them. Later in the report, the most significant of these action items will be discussed in greater depth. It is

crucial to read this section with an open mind for it is only by doing this that the full potential of the analysis will be unlocked.

Entertainment/Recreation

Recreation is the first area where Concord needs to focus its efforts because high technology business growth and development tends to occur in areas with strong, diverse recreational opportunities. Three principles of high technology companies help to clarify this weakness. First, both start-up and established high-tech companies generally employ younger people. These people have a great desire to be around social activity. Second, high-tech companies grow and prosper out of a process of socialization and networking that takes place at local pubs, breweries and coffeehouses. Finally, high-tech employees generally do most of their recreational activities at night. In some cases it is this nocturnal behavior which attracts employees to a particular location. These ideas were corroborated by interviews conducted with local area businesses and by data collected through primary research. Looking at Concord, it becomes apparent that it does not currently have the social atmosphere that is needed for high-tech employees and businesses.

The first problem with Concord's social recreation is that there is not a concentrated area of bars, restaurants, and coffee houses for high tech employees to go during or after work, and the existing ones do not stay open late enough. This constitutes a major threat to Concord's hope for growth, for it is at these bars and restaurants that the networking and socialization that is necessary for the exchange of new ideas and concepts occurs. If there is no opportunity for this to happen then there is little chance of businesses either growing from within the city or relocating to the city from other locations. It may be hard to fathom that this issue is so big, but it is. Companies tend

to locate where its employees will be happy, and with high technology companies, it takes a wide variety of entertainment options to keep them happy.

The next problem is that younger employees tend to leave the city in search of entertainment and social activity. This is a threat because if these employees are not given a place to go within Concord then they will not stay there. If they do not stay then there will be no reason for others to stay, and there will be a continuing exodus of people from the city on the weekends and in the evenings. The fact that these people are not staying in Concord is preventing it from establishing a critical mass of younger people that are all in the city at the same time. Without this critical mass, it will be hard to persuade people to stay in Concord for social reasons. This also poses a threat because the networking that these employees are doing is now occurring primarily in other surrounding cities such as Manchester or Portsmouth. This increases the chance that these Concord employees will become employees of another town or that the ideas that sprout because of these social interactions will come to develop in a place other than Concord. Employees are also only willing to commute so far and if their needs are not met in Concord, they will move to where their needs are met.

Another weakness that was heard throughout the interviews was that the businesses and population were not close enough to the downtown area. This poses a threat because it does not promote the social interaction that is necessary for these types of companies. Many employees desire the opportunity to go to a downtown area where they can get lunch or dinner and be in a busy social atmosphere. Currently this is not happening and many interviewees have expressed discontent with the city shutting down after five o'clock in the afternoon. This does not fit with what average high-tech employees are looking for. This does not necessarily imply that the area

has to be a zoo of activity, but that there must be core of businesses and people to promote interaction.

Action Items:

- Develop more social opportunities and housing in the downtown area to establish a critical mass of entertainment and people to keep the current employees in the city and attract new ones.
- Promote the downtown area as a place for companies to relocate or start their business.
- Encourage and sponsor networking events such as lectures, speeches and forums on topics important and interesting to local area businesses, to bring together businesses and employees.
- Utilize the conference center as a forum for business interaction or look into attracting a brewery.
- Hire a professional to develop a technology panel to further branding strategies.

Telecommunications Infrastructure

The future of many high technology businesses depends on their telecommunications connections and dependability. With each passing year companies become more and more dependent on e-commerce, online communications, teleconferencing, and video conferencing. It is therefore of paramount importance to these companies to be located in areas with dependable and competitively price telecommunications equipment and services. This poses a major problem for the city of Concord for this is not an area of strength for the city. It became apparent during the interviews that there were some rather large shortcomings in the telecommunications field.

The most troubling of the weaknesses was that 90% of the companies interviewed expressed a lack of confidence in the reliability and scalability of the telecommunications services

in Concord in the present and for the future. Problems ranged from service being down to slow connection speed to the Internet. Some larger companies that were currently located in Concord were not having their current needs met. This is a major threat because it may force companies to move out of Concord in search of more comprehensive and reliable service. It also poses a problem when trying to attract new companies, for a strong telecommunications infrastructure has become a critical factor taken into consideration when a company is choosing a location for its business, especially high technology business.

Another weakness that was uncovered was that in comparison to rates in other parts of the state and country, telecommunications services in Concord were considerably more expensive. This weakness poses the same threats as above in that the price could affect companies that are already located in Concord and those that are considering relocating there. It was also mentioned by a large number of companies that Verizon, one of the only carriers in Concord, was incredibly hard to deal with. The complaints ranged from installation appointments not being kept to outright refusal of Verizon to deal with certain small companies. Though this is not directly related to Concord, it does reflect negatively on the city and could cause some future problems with retention of current businesses and attraction of new ones.

Action Items:

- Pressure current carriers to provide better service.
- Encourage more telecommunications carriers to come to the area, resulting in an increase in competition, a decrease in prices, and an increase in the quality of service provided.
- Reassure current companies that the future telecommunications needs of their companies will be met.

- Use connections to state government to work on moving all of the state ahead in telecommunications, benefiting the city of Concord as far as receiving funding.

Labor Pool and Educational Resources

High technology companies are generally geared towards extremely fast growth and demand an educated and well-diversified labor pool. This type of labor pool is essential to fostering internal high technology development as well as attracting outside companies to locate in the area. In order to grow at these magnified rates, firms must continuously hire new employees. If this situation is not present, the opportunity for fast growth may pass because of a lack of resources. Currently, Concord is not providing this labor pool for firms and by doing so may not be able to experience its desired level of growth. Several major weaknesses were found in this area dealing with certain critical elements. Those elements consisted of a missing labor pool, while others had to do with the poor coordination between the educational institutions in the area and the businesses.

The primary weakness of Concord's labor pool is that it is not large and diverse. This was especially apparent in crucial high tech areas, such as web-based and software programming. This poses a major threat to Concord in that companies tend to locate where they feel that there is a viable source of well-educated labor to support their business and where educated people constantly replenish this labor pool. This is especially the case for high tech firms because they often require specialized skill synonymous with greater amounts of education. If something is not done to increase Concord's skilled labor supply, it can only encourage companies to look elsewhere to locate.

Another weakness related to the labor pool is the tendency of young workers that live in the Concord area to work in the city for only a period, averaging between two to four years according to Allegro Microsystems. After this amount of time, workers generally leave the Concord for jobs in cities such as Boston, Manchester, and Portsmouth. Young workers view Concord as a place to gain some experience but not to settle down and take a permanent job. This implies a major threat to the city in the form of an unstable labor pool. This is a problem because, if the best and the brightest labor is consistently leaving the city every two to four years, they are taking with them their valuable skills and experience, leaving a void that must be filled with new workers. This causes the costs of recruiting to go up in terms of obtaining new employees and training them for high tech positions. If this problem persists, there will be little chance of sustainable growth in a technology driven sector.

It may seem logical to decrease these weaknesses by using education to diversify and strengthen the labor pool from within, but there are some problems with this idea. The problem stems from Concord's inability to coordinate the interaction of education and business, and, more specifically, there is no overall commitment to the linking of the educational institutions of Concord and those of the surrounding area with firms that desperately need highly educated employees. Lack of coordination is not just a problem in Concord, but statewide as well. This poses a very large threat if there is no rejuvenation of the labor pool due to the educational system. Employees begin to leave with their experience and skills and Concord will have little to offer its current base of companies in the form of accessible labor, let alone support an insurgence of new high-technology companies. If Concord wants to foster growth in high-tech areas, it must be able to supply these companies with the labor that they need to grow.

Action Items:

- Use Concord's location near the state education department and the governor's office to develop a formal organization or structure to formalize and unite New Hampshire's educational institutions and promote job growth within the state in regards to high-tech business.
- Develop and employ a program consisting of a series of on going technology related job fairs to help firms fill positions and recruit from a broader area.
- Encourage better relationships with local educational institutions, i.e. UNH, NH Technical Institute, etc.
- Focus on improving quality of life for younger employees to keep them from leaving the area to find work.
- Link local high schools to local area firms in a structured work for credit program or something of the like.
- Make companies aware that there are opportunities that exist for cooperation with current educational institutions such as NH Technical Institute.

It should now become clear that there is much room for improvement in these areas, as well as in others. The outlook is not bleak however, for there is ample time and many opportunities to rectify these weaknesses and move forward with a plan to increase high technology growth. It is the hope that this has opened some eyes to these factors that are present and acting as a roadblock on the highway to success. The next section is a review of the most important action items in this analysis and some more in depth ideas about their implementation.

Recommendations

It should now become clear that there is much room for improvement for Concord to attract high technology companies. The outlook is not bleak however, for there is ample time and opportunity to rectify these weaknesses and to promote these strengths. It is the hope that this has opened some eyes to the factors that are present and acting as a roadblock on the highway to success. The next section is a review of the most important action items in this analysis and some more in-depth ideas about their implementation.

The recommendations and comparisons addressed in this paper are from a benchmarking case analysis done with the city of Portsmouth. We have identified that Portsmouth has strengths and weaknesses, which Concord can learn from.

Following is a review of the ideas Concord should address:

STRENGTHS

Location

- Prepare a plan that promotes Concord's centralized location
- Promote a short commute
- Promote the proximity to the Manchester Airport; minus the noise and air pollution
- Promote Concord's natural amenities
- Develop these natural amenities within the community
- Focus on obtaining high technology companies from the North

Labor Pool and Educational Resources

- Increase awareness in northern New Hampshire regarding Concord's skilled labor
- Determine where Concord's current labor pool lives
- Use this information to sell the city
- Promote to companies who need hall chip engineers
- Promote proximity to higher educational institutions

Entertainment and Recreation

- Promote the Capital Center for the Arts
- Emphasize the high quality of life for family
- Increase awareness through promotion of outdoor activities
- Expand on existing outdoor recreation

WEAKNESSES

Entertainment and Recreation

- Develop more social and housing opportunities in the downtown area
- Develop the downtown area for more high tech businesses
- Sponsor networking events such as lectures, speeches and forums, including venture capitalists and angels
- Hire a professional to develop a technology panel to further branding strategies

Telecommunications

- Encourage more telecommunications carriers to the area
- Reassure current companies that future telecommunications needs will be met
- Use connections to state government to get increased funding

Labor Pool

- Develop a series of technology job fairs
- Encourage better relationships with local educational institutions
- Improve quality of life for younger employees
- Link local high school students to local firms
- Make companies aware that current opportunities exist between local educational institutions

Appendix A

Located in Concord:

High density of Hall plate chip engineers from a previous Concord company

Outgrew northern facilities, Concord was as far south as they could move and maintain northern labor force

3.Increased labor pool, 45 minute radius, very northern MA and most of NH

2.Proximity to Manchester airport to fly clients in

3.Cheaper cost of doing business

6.President lived there and started business there

3.Quality of life, good family community

Beneficial to be near state agencies

Beneficial to be associated with a large community

2.Professional office building to impress clients

Room to expand/room to having a training center

Trouble finding office space in Nashua

Less traffic (easier to commute)

* negative response may be in part due to the overwhelming difficulty nationwide in recruiting

**apply to all telecom problems

Appendix A

Element	Strength: Detail	Measure	Action: Opportunity	Weakness: Detail	Measure	Action: Threat
Location	Hub/Centrally located in NH	45 min from Nashua, Portsmouth, Lakes Region, Plymouth		Distance from Boston	Miles and time as compared to ecoast, Manchester, Nashua	Companies moving to ecoast, Nashua, Manchester because of distance
	Accessibility of road system (I-93, 4, I-89, I-393)	Map of region. Miles away from these roads	Promote short commute and traffic	Roads divide community		
	Close to Manchester airport	20-25 minutes from city	Promote proximity w/o sound and air pollution	No large scale commercial airport in city		Companies move to Manchester
	Located near natural amenities (Beaches, mountains, rivers, countryside, etc.)	Distance and time to amenities.	Promote current amenities: uses of river, bike paths, walking paths	Located between amenities but not at them.		
	Furthest physical location south that northern companies can move to tap high tech employees and infrastructure	Map of employee growth, and Concord at the edge of the bubble picture	Promote this though northern companies (look north instead of south)			
Labor Pool *	Companies that originated in north felt there was a greater labor pool		Promote to northern companies -categorize current labor pool to see where workers are coming from and get an understanding for the dynamic of the current labor pool	Both larger companies and companies from larger cities found not enough labor pool		Companies leave Concord (autodesk), or don't come to Concord Promote to smaller companies they will be more likely to stay in the area
	One of three locations that have a high density of hall chip engineers		Promote it to companies that need it and find other companies that make these chips, get companies that use them to move close to supervisors			

	Hi-tech skill sets exist in the area			Majority of skilled employees leave between 2-4 years, gain experience and move on		Focus on improving quality of life (social) for singles
	No problem finding traditional employees/fairly diverse			Difficult to recruit web/software programmers	6 of 10 companies listed as a problem	Developing better educational relationships w/surrounding colleges, internships, high school, curriculum
Education	Favorable impression K-12 education	State rank	-Develop greater high tech curriculum -Coordinate a mutually beneficial between students and schools -Encourage/make aware of school if they go to in-town school more likely to stay in area	Previous bad experience dealing with programs leaves companies weary of entering into new programs		Without more direction companies won't want to do an internship/coop program w/community
	Many private primary schools to choose from	# of schools		Lack of structure and definition of goals from student and company (unrealistic currently)		
	NH Technical Institute, high tech graduates	6 of 10 companies mentioned	Promote flexibility of the school to create programs to train employees in the skills that they need	No local engineering school (UNH does not have a night program and is uncooperative)		-Encourage better relationship w/UNH such as developing a night program -get other engineering schools to have a satellite campus in Concord

	Proximity to many higher education facilities (UNH, Plymouth, Dartmouth, Boston, etc.)	Distance and Time				
	Franklin Pierce Law School located in city		Promote the fact that it is there and it is one of the best intellectual property law schools in the country and world	Overall linking higher education facilities in NH (Plymouth, Keene, UNH) to job market and companies within NH		Develop a formal organization or structure (state capital, central) to formalize and unite NH educational institutions to promote job growth within the state. If one exists improve it
Infra/telecom	Telecom currently meets needs			Companies worried about future ability of telecom to meet needs		**Hard to attract or maintain companies if there is doubt about this
	Small companies said they had plenty of capacity and reliability			Larger companies see problem in capacity		**Pressure current carriers to provide better service
	Capacity for telecom is there but not turned or activated		Encourage companies to turn on	Companies worried about future of telecom		**Encourage more telecom carriers, increase competition: decrease prices
	Downtown and close to rail road tracks has all the telecom needs filled			Telecom more expensive in Concord in comparison to southern towns		**
				All companies see problem with reliability of telecom	9 of 10	**

				Verizon: poor customer service, major delays, won't deal with small companies		**
				Not enough downtown parking (bad for business)		-Businesses won't locate here, -Create more parking, expand parking garage
				No place to rent tele-conferencing		Kinkos doesn't make it available north of Nashua, work with local company to provide service? NH Technical Institute?
Entertainment/ Recreation	Positive feeling about Capital Center for the Arts			Population is distanced from the downtown		Develop more social opportunities and housing downtown
	Lunch dining is great			Dining selection is limited and not open late night		Develop a more social opportunities and housing downtown
	Plenty of shopping facilities			Lack of bars, pubs, coffee houses open late and in a centralized area		Develop more social opportunities and housing downtown
	Plentiful outdoor activities: canoeing, hiking, bike riding, trails		Promote the fact that these opportunities exist, make people aware, clubs/ organizations	Young hi tech employees want more things to do eat, drink and be merry so to speak		Develop more social opportunities and housing downtown

	Good for families			Young population goes out of city or lives out of the city for reasons of entertainment, i.e. Manchester, Portsmouth		
	Easy to get away from town into open space	Use parks more for city/family activities				
	Close to international speedway					
	Numerous museums					
Community	Overall good impression of community -comfortable -good size -friendly, hospitable people -safe/low crime			I-93 splits community down the middle		20/20 development plans for the development of downtown, bringing people together
				No integrated business community, intercompany socializing and networking really present		Promote venues for meetings of companies, tech shows, “ebrew” type forums, Angel breakfasts, lectures etc.
				Segmented clustered population, pockets of citizens		Promote opportunities to bring the business community together in a common location, promoted by chamber/city

History/ culture	Rich history, Capital city, government center for the state		Historical walking tours, plaques on houses -develop awareness of history	Community not as willing to change because of fear that it will change existing strengths		Community will fight changes
	Religious diversity and places of worship	# of places of worship		Holding onto past stability and lethargy		20/20 vision working to open people's minds
Housing/ Commercial property	Existing housing is nice			Almost no residential housing downtown		Discourages companies from relocating because there is a lack of affordable housing, especially for single people, major contributor to lack of downtown activities and vitality
	Large amounts of developable land for housing		Start developing and zoning land for affordable housing	Limited apartments and temporary housing		
	Areas exist for possible expansion in the downtown area		Use area such as the Blue Cross Blue Shield building, upstairs in the buildings downtown	Limited to scarce middle class housing		
	New offices buildings are often said to be worth the price			High and increasing prices for housing		

	New space is available or soon available		Get the word out about available space	High property tax		Uncontrollable because of current tax structure and position of Concord and the state buildings
				Most employees of companies live outside of Concord		Loss of revenue from property tax, money spent at local shops
				Office space more expensive than most places		Promote the area being worth the extra price
Local Government.	Favorable impression of local government. -easy to work with -impressed with long-term vision -great service -planning and permitting easy to get done		Encourage marketing, and development of high tech products to local state and federal government. presence in the city	Some companies said that they weren't development friendly		
Other Sectors						
Commercial	Lots of malls and shopping					
Medical	Excellent health services, orthopedics, retirement housing, mental health facilities		Promote as a strength, may be followed by high tech research and development companies in biotech and medical equipment			
Hotels/ Catering	New conference center		Promote events and gatherings for businesses, lectures, speeches, etc.			
	Choice of hotels	# of hotels		Need for superb quality hotels to house high level clients in		Encourage Marriott to make one of there higher end hotels Crown Plaza or Sheraton

	Good choice of catering for business meetings	# of caterers				
Law	Healthy supply of lawyers		Make companies aware that there are high level attorneys in town to handle all sorts of problems			

CONCORD COMPANIES

1. **Jefferson-Pilot**

Contact Person: Steve Broderick

Phone Number: 603-226-5742
 Address: One Granite Place
 Website: www.jpfinancial.com
 Description: Insurance/Financial Planning/Investments

2. **1mind.com**

Contact Person: Thomas Congoran

Phone Number: 603-227-0850
 Address: Hills Avenue
 Website: www.1mind.com
 Description: Software for insurance companies for handling health care billings

3. **Graphon Corp.**

Contact Person: William Tidd

Phone Number: 603-225-3525 x5015
 Address: 9 Loudon Road
 Website: www.graphon.com
 Description: Software for creating bridges between software programs and high speed network connections.

4. **Melexis**

Contact Person: Mark Lajeunesse

Phone Number: 603-223-2362
 Address: Locke Road
 Website: www.melexis.com
 Description: Hall effect sensors for monitoring and controlling rotary devices.

5. **Primavera**

Contact Person: Rene Van Dyne

Phone Number: 603-227-7200
 Address: 70 Commercial Street
 Website: www.primavera.com
 Description: Construction Project Planning and Implementation software

6. **Sybase**

Contact Person: Michael Crocker

Phone Number: 603-230-7127
Address: 9 Loudon Road
Website: www.sybase.com
Description: Manage and program web portal and database products

7. **Aavid Thermalloy**

Contact Person: Thomas Gerrish, Director of IT

Phone Number: 603-223-1905
Address: 80 Commercial Street
Website: www.aavid.com
Description: Total integrated solutions for coding electronics

8. **Concord Litho**

Contact Person: Peter Cook

Phone Number: 603-225-3328
Address: Old Turnpike Road
Website: www.concordlitho.com
Description: High Tech printing of greeting cards

9. **Nobis Engineering**

Contact Person: Nannu Nobis

Phone Number: 603-224-4182
Address: Chenell Drive
Website: www.nobis-eng.com
Description: State of art environmental and civil engineering firm

10. **Allegro Microsystems**

Contact Person: Ravi Vig and Gail Spenser

Phone Number: 603-228-5533 x209
Address: 160 Pembroke Road
Website: www.allegromicro.com
Description: Hall effect engineers, research, development and production

Concord Interview Questions

Name of Company:

Employees:

Contact:

Phone Number:

Address:

Interviewer:

Date:

1. What made you decide to locate your business in Concord?
 - A. What were one or two particular factors?
 - B. Why were they so important?
 - C. What other factors did you consider?
 - D. What other locations did you consider?
 - E. Have you noticed any particular positive/negative changes in policies, education, infrastructure, etc.?
2. Does Concord have the telecommunications capacity to:
 - A. Meet your current needs?
 - B. Meet your 5-10 year needs?
3. What specific telecommunication services do you need?
 - A. Existing copper wire
 - B. Fiber-optic lines
 - C. T-1 lines
 - D. DSL
 - E. ATM microwave
 - F. More skilled labor
 - G. More employee education opportunities
4. What do you view as some of Concord's weaknesses?
 - A. Education
 - B. Government
 - C. Taxes
 - D. Infrastructure
 - E. Entertainment
 - F. Are there one or two really outstanding problems that stand out?

5. What do you view as some of the major strengths of the Concord area?
 - A. Education
 - B. Entertainment
 - C. Infrastructure
 - D. Business environment
 - E. Outdoor recreation
 - F. Indoor recreation
6. Do you feel that the public sector in Concord is doing enough to position the city for the future and move it forward in the present?
 - A. Why?
 - B. Why not?
 - C. What are some of the positive and negative aspects of the current initiative you are aware of?
 - D. Could the government do anything to make doing business in Concord easier for you/other business owners?
 - E. How?
7. How do you feel about the sense of community that is present in Concord?
 - A. Is it a strong one?
 - B. Is there a feeling of unity amongst members, or
 - C. Is there a feeling of “elitism or snootiness”?
 - D. Is the cultural scene a major part of the community in Concord?
8. Do you think that it is important to attract new high tech businesses to Concord?
 - A. Why or
 - B. Why not?
 - C. What effect will new high tech firms in the area have on
 1. Your company if any?
 2. Your personal/family life?
9. Do you think that there are any fundamental drawbacks to increasing the growth of the high tech segment of the business community?
 - A. What are some of these drawbacks and why they are so important to your business?
 - B. Community?
10. If you were advising a business that was thinking about relocating to Concord, what would you say was the biggest...
 - A. Advantage to moving to Concord?
 - B. Disadvantage?
11. Do you view Concord as a mature marketplace or one that is primed to explode?
 - A. Why?
 - B. How does this effect your business decisions?

Government:

12. How do you view the local government?
- A. Friend
 - B. Foe
 - C. Neutral
 - D. How does this effect your business decisions?

Community:

13. Do you think that economic development ideas such as building a high technology business park could benefit the city or do you think that they would be a burden on the Concord area?
- A. Education system?
 - B. Housing?
 - C. Infrastructure (road, electricity, technology)?
14. Do you feel that the medical sector in Concord could benefit from an increased presence of high technology firms?
- A. Why?
 - B. Why not?
 - C. How could they help you in your work?
 - D. Would their presence benefit the community from a health care standpoint?

eCoast outline

Demographics

Strengths

Labor force

- Age group- late 20's to early 30's
- High energy
- Motivated
- Eager/Ability to Travel
- Work oriented
- Willing to learn
- Employee wages

Growth rate

- Expected to double revenues
- Expected to increase employment
- Expand into new markets
- Expand into international markets

Employee experience

- 2-4 years
- Mold employees
- Well educated

Employee involvement in community

- Access to outdoors—hiking, biking, skiing, drinking...

Weaknesses

Labor Force

- Lack of educated employees
- Import workers from surrounding communities
- Offer same pay of big cities
- High turnover

Housing

- Dramatic increase in pricing of housing
- High demand of housing

State funding

- Lack of state funding

Opportunities

- Startup opportunities because of increased investing by angels and venture capitalists
- New major at UNH dealing with entrepreneurial development

Threats

- Not enough employees
- Improvements of telecommunications

Recreation

Strengths

- Restaurants
- Bars
- Redhook brewery - eBrew
- Ocean access
- Biking/ hiking trails
- Cafes
- Proximity to mountains
- Arts
- Unique boutiques
- Historical sites
- Parks and recreation
- Shopping
- Fishing
- Whale watching tours

Weakness

- Specific nightlife – not enough dance clubs

Opportunity

- Development more diverse nightlife
- Better connection of bike trails from Portsmouth to Hampton

Threats

- Pollution
- Over-crowding

Infrastructure

Strengths

- Critical mass of high-tech
- High-tech Roundtable Committee
- Ease ability to get around Portsmouth
- No pollution
- Good foundation for telecommunications
- Recognizable brand name
- Support systems for startup companies
- Forum structure used to attract other companies
- Job fairs
- Roundtable committee
- Access to highways- I-95
- Access to airports
- Price per square foot
- Taxes

Weaknesses

- Telecommunications
 - Can't increase past T-1 lines
 - Roamability
- Parking
- Not ready for a population boom
- Lack of office space

Opportunities

- Development of telecommunications
- More wireless towers

Threats

- Mass influx of companies to E-Coast
- Silicon Valley is sending employees east b/c of lack of housing
- Possible traffic
- Pollution
- Town may not want more Hi-Tech companies

Labor Force

Strengths

- Companies are sick of city life and are moving north
- UNH
- Support from K-12 primary school system
- Low unemployment

Weaknesses

- Early stage Hi-Tech education
- Work experience

Opportunities

- Better connection with local University/school system
- New entrepreneurial major at UNH
- New MIS concentration

Threats

- Economy
- Government
- Community

History (intro to section)

- Closing of Pease
- Navy Yard
- Strawberry Banke

Existing perceptions of Concord

- Lack of nightlife
- Lack of restaurants after 6 p.m.
- Housing
- High property taxes
- Too far north of Boston
- Lack of labor supply
- Proximity to mountains
- Good primary school system
- Small city
- Too many lawyers
- Typical state capital

Company Profiles from eCoast

1. PC Connection

Contact Person: Matthew Cookson

Phone Number: 603-423-2631
Address: 730 Milford Road Merrimack, NH 03054
Website: <http://www.pcconnection.com>
Description: Information Technology reseller
Employee Size: 1500
Telecom Use: ?

2. eyeon interactive

Contact Person: Craig Welch

Phone Number: 603-431-6660
Address: 871 Islington St Portsmouth, NH 03801
Website: <http://www.eyeoninteractive.com>
Description: Create superior and innovative web-based solutions
Employee Size: 45
Telecom Use: T-1

3. eyeon interactive

Contact Person: Mark Sambers

Phone Number: 603-431-6660
Address: 871 Islington St Portsmouth, NH 03801
Website: <http://www.eyeoninteractive.com>
Description: Create superior and innovative web-based solutions
Employee Size: 45
Telecom Use: T-1

4. Flywire

Contact Person: Mark Troy

Phone Number: 603-430-3700
Address: 75 Congress St, suite L05 03801
Website: <http://www.flywire.com>
Description: Internet development solutions grounded in highly creative and technically advanced expertise
Employee Size: 35
Telecom Use: T-1

5. Flywire

Contact Person: Scott Campbell

Phone Number: 603-430-3700

Address: 75 Congress St, suite L05 03801

Website: <http://www.flywire.com>

Description: Internet development solutions grounded in highly creative and technically advanced expertise

Employee Size: 35

Telecom Use: T-1

6. UNH Whittemore School of Business & Economics

Contact Person: Dean Steven F. Bolander

Phone Number: 603-862-1367

Address: 15 College Rd, McConnell Hall Durham, NH 03824

Website: <http://www.unh.edu/wsbe>

Employee size: -

Telecom Use: T-1

Survey Questions for eCoast:

Demographic:

- 1) How many people are working at your company?
- 2) What is your expected growth rate for the next year?
- 3) How much do you pay per square foot for your office?
- 4) What is the average age of your employees?
- 5) What is the average experience of your employees?

Questions for E-Coast Companies

- 1) Why did you choose to locate your company in the E-Coast?
- 2) What characteristics of the E-Coast are essential to your employees? Access to the ocean, proximity to Boston, mountains, etc...
- 3) If you were expanding to new locations, where would you want to open new offices? In state? What part of the State of NH?
- 4) What were the most important factors you considered when making a decision to locate your business?
- 5) What do you look for in community amenities, natural resources, city services, and education?

- 6) Is high tech business an important positive element of a community's business landscape?
Why?
- 7) Do you think there should be a place in a community's development plans to specifically encourage Hi-Tech business investment in the city?
- 8) What do you see as essential infrastructure elements needed to support Hi-Tech investment?
Are they different than what is necessary to attract any other business investment?
- 9) What can a community do to make it more attractive to Hi-Tech investment?
- 10) What role do you and other business leaders play in promoting business growth particularly Hi-Tech business growth?
- 11) Have you ever considered Concord?
- 12) Are you located in a technology park? If no, do you think there would be any advantages to a technology park?

Questions for Non E-Coast Companies

- 1) Why did you choose to locate your company in the part of NH that you did?
- 2) How much do you pay per square foot of office space?
- 3) Are you located in a Technology Park? If no, where is your office located?
- 4) What community characteristics do you wish the city your office is located in offered?
Mountains, more high skilled workers, proximity to Boston.